

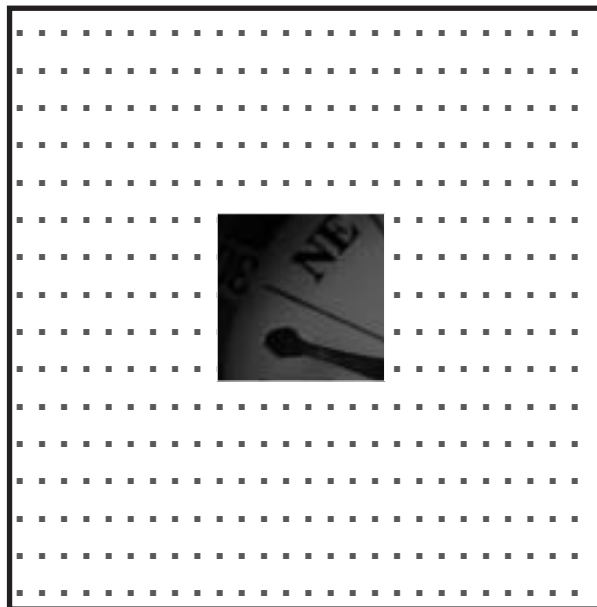
Recreation and Culture *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



RECREATION AND CULTURE MISSION STATEMENT

“To develop, promote and preserve outstanding cultural, recreational, library, and natural experiences and opportunities for residents and visitors of this and future generations.”





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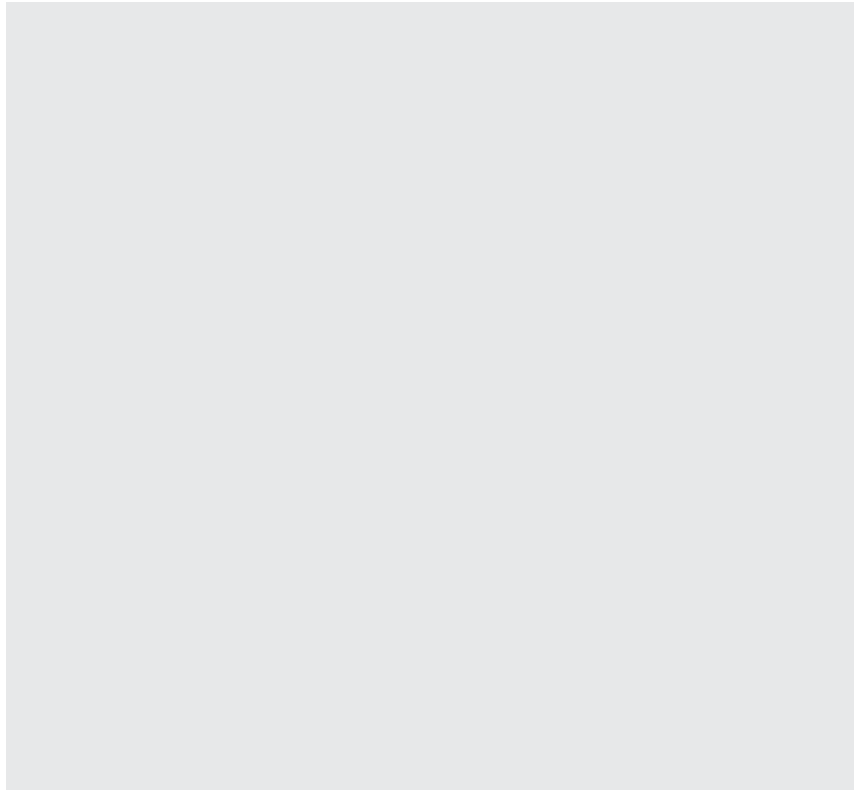
MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Recreation and Culture Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Recreation and Culture Strategic Area component of the Miami-Dade County Strategic Plan.



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Background & Trends



We identified several events that have or may impact Miami-Dade County's ability to provide or improve recreation and culture services as well as the strengths and weaknesses of Miami-Dade County government to meet these challenges. Significant among these trends have been the

consistent growth in the region's population and the increasing diversity in Miami-Dade County. This has led to an increased need for additional facilities and services as well as a greater demand in the diversity of programs offered.

At the same time, there have been decreases in availability of funds from the State and Federal levels. Increasing partnerships with community groups and others have helped to reduce the growing gap between demands and available resources.

RECREATION AND CULTURE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

Miami-Dade County has been responsive in developing a wide variety of programs and services in response to our diverse community and taking advantage of Miami-Dade County's unique geography. The workforce is recognized for its professionalism and its diversity is reflective of the community.

Another major strength has been the involvement of the private sector. Public recognition of the need for additional recreation and culture activities throughout Miami-Dade County remains strong.

WEAKNESSES

At the same time, Miami-Dade County services have been hindered by poor communication between the various service providers. Coordination between Miami-Dade County departments and offices in particular needs to be strengthened.

As with other government entities, Miami-Dade County falls short generally in the area of market research although recent inroads have been made in this area through focus groups and surveys.

Finally, the recreation and culture area generally lags in terms of endowments. The lack of positive media regarding recreation and culture activities, and Miami-Dade County in general, helps contribute to negative perception and creates a drawback in this area.

CHALLENGES

The rapid growth and ever-changing diversity of Miami-Dade County creates additional challenges in terms of programming and keeping pace as new communities are developed. In the 2003 Resident Satisfaction Survey respondents generally felt that the County has a good "sense of community", but several respondents expressed views related to discord among community groups. Further, the growth in the number of low income residents has led to a significant demand for all services in Miami-Dade County, including recreation and culture, while at the same time resulting in fewer available resources.

In addition, the shortage of readily-available, developable land continues to create difficulties in siting new facilities.

OPPORTUNITIES

Recreation and culture activities are well-perceived and supported in Miami-Dade County. Expanded use of technology, continuing to expand collaborative efforts between service providers, and enhancing partnerships with private organizations provide opportunities to improve and expand recreation and culture programs, activities, and facilities in Miami-Dade County. In addition, there are opportunities to leverage successes in the recreation and culture area (fund raising, private partnerships, etc.)

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Goals



GOAL

ESTABLISH EASILY ACCESSIBLE, DIVERSE AND ENJOYABLE PROGRAMS, SERVICES, PLACES AND FACILITIES TO MEET OUR COMMUNITY'S UNIQUE AND GROWING NEEDS

The County provides an array of recreation and culture facilities and programs. Facilities range from small neighborhood parks and libraries to large regional parks, the main library downtown, Vizcaya, Historical Museum, the Miami Art Museum, and the Museum of Science. The parks include golf courses, marinas, beach parks, sports parks, nature preserves, historic sites, and the Miami Metrozoo. In addition, the County provides funding for a vast array of cultural

organizations and Fairchild Tropical Garden. In the 2003 Resident Satisfaction Survey, satisfaction with the County as a place to raise children and to retire were key drivers of overall satisfaction with Miami-Dade County as a place to live.

Miami-Dade County's cultural community is the fastest growing cultural community in the United States, now home to more than 1,200 non-profit cultural

organizations - up from 110 groups in 1982. This rapid growth in cultural organizations over just two decades has provided Miami-Dade with a cultural profile similar to major American cities that have had generations to establish their support systems (e.g., individual giving traditions, bequests, endowments, etc.) and loyalties (e.g., memberships, subscriptions, etc.) that form the basis of financial stability.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County as a place that offers recreational and cultural activities?</i>	60% <i>Good</i> 25% <i>So-So</i> 15% <i>Poor</i>
<i>How do you rate the County's Library Services?</i>	75% <i>Good</i> 19% <i>So-So</i> 6% <i>Poor</i>
<i>How do you rate the County's Parks ground maintenance?</i>	65% <i>Good</i> 25% <i>So-So</i> 10% <i>Poor</i>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop and implement comprehensive programs for improved maintenance of facilities, landscaped natural areas, and county-owned vacant lots (coordinate with Neighborhood and Unincorporated Area Municipal Services strategic area) ■ Develop and implement comprehensive plans for improved security for cultural, recreational and library facilities 	<ul style="list-style-type: none"> ■ Quality rating of at least 4 out of 5 by users, residents and visitors for cultural, recreational and library facilities and places
Available and high quality green space throughout the County <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop and implement comprehensive plan to preserve green and open space that is responsive to community needs 	<ul style="list-style-type: none"> ■ 90% of residents satisfied or very satisfied with availability of open/green space
More cultural, recreational and library programs and services available to address varied community interests and educational needs	<ul style="list-style-type: none"> ■ Develop and implement a comprehensive and coordinated plan for existing and expanded programs and services 	<ul style="list-style-type: none"> ■ 90% of residents and visitors satisfied or very satisfied with programs and services provided by the County within five years
Quality customer service at all cultural, recreational and library places and facilities <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Expand and promote technical assistance programs for organizations and artists seeking grants ■ Periodically review the feasibility of recommendations and ideas to streamline the grants process further ■ Continue to educate partner organizations regarding the availability of other public and private funding sources ■ Enhance customer service training and professional development opportunities for all cultural, recreational and library employees 	<ul style="list-style-type: none"> ■ 90% of organizations and artists satisfied or very satisfied with the County grant application process

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Maximize coordination of County cultural, recreational and library programs and services through joint training, program development, etc. 	<ul style="list-style-type: none"> ■ Minimum of two cultural, recreational and libraries collaboration projects per year
<p>Recreational, cultural and library facilities located where needed throughout the County <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Prepare and maintain ongoing, regular assessments of community needs and desires regarding facilities ■ Assess underutilized facilities across all County departments and outside of County government for cultural, recreational and library programs and services (e.g., school facilities) ■ Develop and maintain capital plan reflecting the community's needs and desires ■ Improve and build facilities in concert with needs and desires 	<ul style="list-style-type: none"> ■ 90% of residents satisfied or very satisfied with availability of facilities within five years



GOAL
SECURE AND INVEST ADDITIONAL PUBLIC AND PRIVATE RESOURCES TO IMPROVE AND EXPAND PROGRAMS, SERVICES AND FACILITIES

In 1996, the citizens of Miami-Dade County voted to approve the expenditure of Safe Neighborhood Parks Bond program (SNP), authorizing the County to issue up to \$200 million in municipal bonds to fund park and recreation capital improvements throughout County and municipal facilities. Primarily as a result of the SNP program, County park and recreation land inventory expanded dramatically between 1990 and 2000 with the addition of 50 properties and 1,300 acres to meet long-standing needs. However as several new cities incorporated, the overall number of parks was reduced from 314 to 283. Unfunded capital development needs for parks and recreation remain. Approximately \$1.2 million in



unfunded needs have been identified over the next several years for development of recently acquired land, repair of older park facilities, infrastructure repairs at our beaches and marinas, as well as the acquisition of new facilities.

The last major expansion of the library system occurred with the Decade of Progress General Obligation Bond Program and there is a need to address areas of the County that developed post 1970s.

Over the next seven years, the Library Capital Plan will fund the opening and operating of eight leased facilities and eight facilities. However, many of the existing facilities are aging and are in need of repairs.

A simultaneous investment in upgrading cultural infrastructure (facilities) and in supporting operations (programming, education, marketing) is essential to sustain the remarkable growth in cultural organization beyond the first generation.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County recreation programs and facilities?</i>	<div>53% <i>Good</i></div> <div>30% <i>So-So</i></div> <div>17% <i>Poor</i></div>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Reduction in unmet cultural, recreational and library needs	<ul style="list-style-type: none"> ■ Continue to pursue additional funding to strengthen and enhance programs ■ Continue to cooperate with cities to establish municipal art councils to dedicate more funding and services to local cultural development ■ Advocate for increased leadership, funding and program development at the State and Federal levels ■ Work with community grass roots efforts to develop a general obligation bond program, including enhanced community awareness and development of a community-based capital plan ■ Pursue dedicated funding sources while maximizing funding levels from existing sources ■ Pursue resources to strengthen and create endowment funds within cultural organizations ■ Develop and strengthen partnerships with non-profit entities, private sector partners and volunteer groups ■ Pursue corporate sponsorships and other forms of corporate support ■ Diversify earned revenues 	<ul style="list-style-type: none"> ■ 25% reduction in unfunded needs over a two–five year timeframe ■ Increases in dollars available through all sources of funding, including existing and new sources



GOAL INCREASE PARTICIPATION IN AND AWARENESS OF PROGRAMS, SERVICES AND FACILITIES

In recent years the County has undertaken several initiatives to enhance participation in recreational and cultural

programs and activities, including partnering with community groups, private sector organizations, etc., and developing relationships with print media for development and dissemination of information and increased dissemination of information through countywide media. In particular, the County's award-winning web portal provides easy access to an increased number of cultural and recreational attractions, programs

and services. In addition, many of the museums offer “free days” to low income groups, the disabled, etc. and “High Five Miami”, a new program designed to provide \$5 tickets to cultural events to youths in high school and college. However, there is an additional need to continue to expand access to the various activities offered, including additional dissemination of information regarding available recreational and cultural opportunities.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Expanded awareness of and access to cultural, recreational and library programs and services (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Expand partnerships with major civic organizations to promote the quality and diversity of the cultural community as a primary, key community image development strategy ■ Redesign and expand county websites to provide one stop access to cultural, recreational and library activities and organizations ■ Use existing high access county facilities/venues to provide information on all cultural, recreational and library services and programs ■ Provide coordinated public transportation to cultural, recreational and library events and facilities ■ Strengthen, fund and coordinate cultural, recreational and library marketing plans including proactively engaging the media locally, nationally and internationally ■ Enhance convenience and availability of existing facilities and programs 	<ul style="list-style-type: none"> ■ Increase attendance at recreational, cultural and library facilities, programs and services ■ 90% of residents and visitors familiar with existing means of information dissemination regarding recreational, cultural and library facilities, programs and services over five years ■ 90% of those accessing information satisfied or very satisfied with information provided regarding cultural, recreational and library programs and services over five years



GOAL

DEVELOP LIFELONG LEARNING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES THROUGH EDUCATION, OUTREACH AND TRAINING PARTNERSHIPS

Park and Recreation programs target all age groups and abilities. Youth programs include after-school, sports development programs, and summer camps. Summer programs often stress the arts, aquatics and the natural environment as special areas of interest. Programs for senior citizens, physically challenged and developmentally disabled,

as well as cultural arts programs and performances are also offered.

Miami-Dade Public Library System provides learning opportunities for residents of all ages. Making available a collection of over 4.5 million books and audiovisual materials, the Library System is the primary free educational resource for lifelong learning in a non-educational setting. Some of the services offered include hands-on computer training in two state-of-the art computer training labs; one-on-one tutoring for adults through Project LEAD (Literacy for Every Adult in Dade County), Science, Math and Reading Tutoring (SMART) at all libraries; and

providing access to free research databases, the Internet, government resources, and e-mail.

The Department of Cultural Affairs has established innovative education and outreach programming initiatives. These include Arts for Learning Miami, a collaboration with Miami-Dade County Public Schools and Young Audiences (a national arts education organization) to develop and promote curriculum-based programs presented by 40 community cultural groups in schools or through field trips; the creation and continued support of the Children's Cultural Coalition, an alliance of 200 cultural groups and artists specializing in arts education programming, including after-school, weekend and summer activities; the permanent relocation to South Florida in FY 2003 of the University of Massachusetts' Arts Extension Service, providing an annual cultural training series, focusing on skill building for cultural organizations and administrators; and an alliance with Florida International University to establish certificate and degree programs providing



training for educators in arts-infused curriculum and for cultural organizations and artists committed to working in community settings (this will be the first Community Arts Institute in the U.S.).

In addition the various museums provide a variety of educational activities such as school group visits, 4th grade History Mysteries program; seniors programs;

summer camps; and teacher workshops and collaborations.

Available resources include existing partnerships and collaborations with Miami-Dade County Public Schools; partnerships with colleges and universities; and collaborations with the Children's Trust on the development of new pre-K programs that are devoted to providing quality learning experiences.



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased availability of and participation in life-long learning programs for artists, program developers and the public	<ul style="list-style-type: none"> ■ Work with Miami-Dade County Public Schools and other educational institutions to develop joint, complementary educational programs 	<ul style="list-style-type: none"> ■ Increase the number of collaborative programs and participants with educational institutions ■ 90% of program participants satisfied or very satisfied with availability of quality life-long learning programs in five years



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The Development Process

The development of the Strategic Area Plan for this strategic area included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Joe Abel
Florida Recreation and Park Association

Tony Brunson
Carol City Community Center

Greg Bush
Chairman
City of Miami Park Advisory Board
President
Urban Environment League
Director
Institute of Public History, University of Miami

Lilia Garcia
Miami-Dade County Public Schools, Division of Life Skills

Vince Garcia
Optimists Club

Bruce Greer
President Board of Trustees
Fairchild Tropical Garden

Robert Heuer
General Director
Florida Grand Opera

William Ho
Chairman Board of Trustees
Historical Association of South Florida

Susana Ibarguen
President
Miami Art Museum

Florene Littcut Nichols
Executive Director
Inner City Children's Touring Dance Company

Brenda Marshall
Trust for Public Lands

George Neary
Cultural Tourism Director
Greater Miami Convention & Visitors Bureau



Arva Moore Parks
Chair
Vizcaya Museum and
Gardens Trust

Mario Ernesto Sanchez
Teatro Avante

Steve Simon, M.D.
Park and Recreation
Advisory Board

Parker Thomson
President
Performing Arts Center Trust

LuiSe Valdes-Fauli
Chair
Miami Museum of Science &
Space Transit Planetarium

Dwayne A. Wynn
President
Cultural Affairs Council

These individuals provided the leadership and community expertise needed to make the

Recreation and Culture Strategic Area Plan a success by:

■ Providing communications linkages to the organizations they worked with every day and with members of their community

■ Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

■ Providing necessary input throughout the strategic planning process, and

interfacing with staff to help develop specific goals, strategies, and objectives within the Recreation and Culture Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting recreation and culture in Miami-Dade County, drafted a strategic area mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing department business plans.

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